Army Operating Concept and Force 2025 & Beyond

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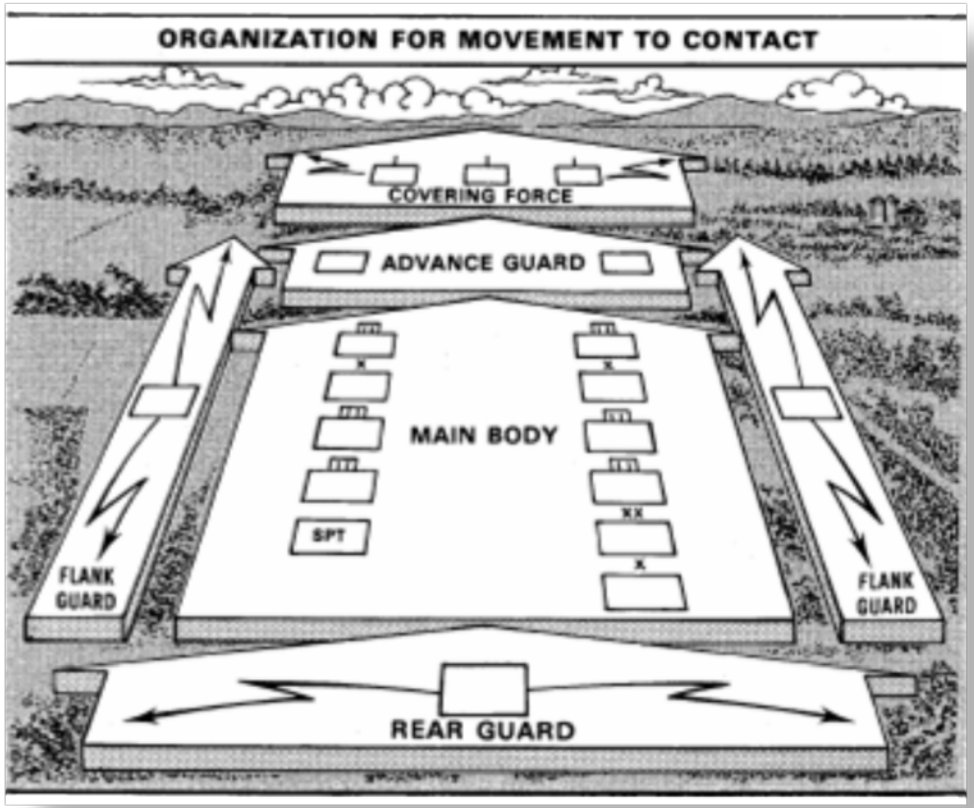
AirLand Battle Doctrine

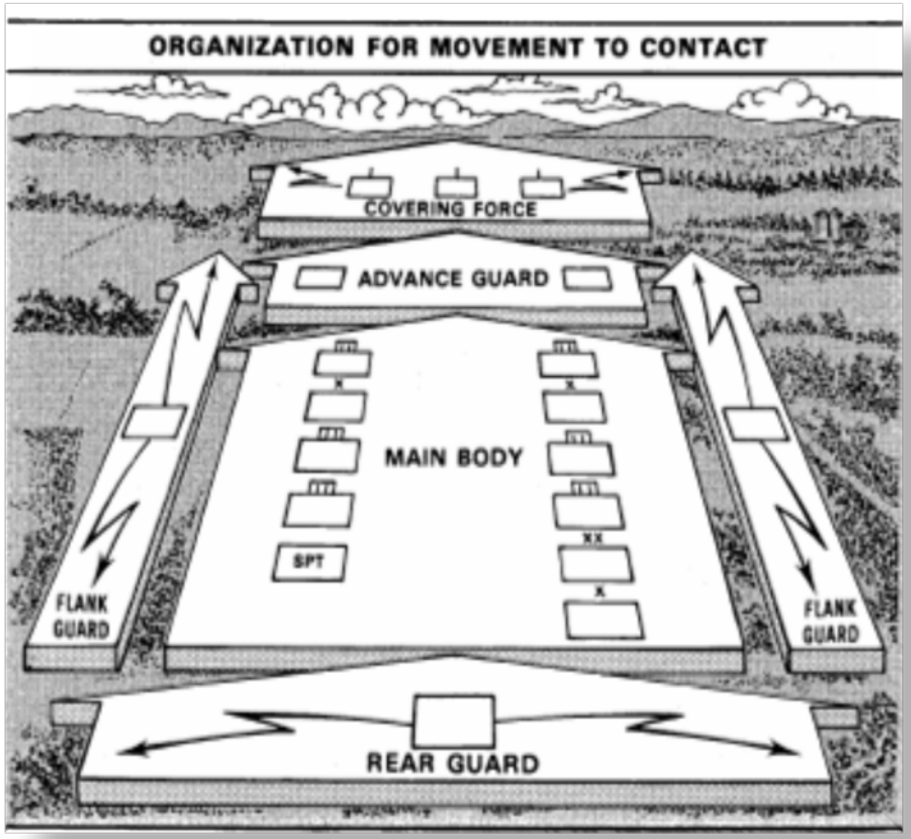
"AirLand Battle doctrine describes the Army's Approach to generating and applying combat power at the operational and tactical levels."
FM 100-5, May 1986



A Unifying Concept for the Future

AirLand Battle:

Fight outnumbered, and win



Unified Land Operations:

Win in a complex world

Unified Land Operations

- Provide foundation for Joint Operations
- Deploy and transition rapidly
- Develop the situation in close contact
- Maneuver from multiple locations and domains
- Present multiple dilemmas to the enemy
- Operate dispersed while maintaining mutual support
- Integrate partners
- Consolidate gains

Extending Unified Land Operations

Unified Action

Comprehensive approach that synchronizes, coordinates, and, when appropriate, integrates military operations with the activities of governmental and nongovernmental organizations to achieve unity of effort

to support JFC…

we provide…

Unified Land Operations

Seize, retain, and exploit the initiative throughout the range of military operations to gain and maintain a position of relative advantage in sustained land operations in support of Unified Action.

Executed through…

Joint Combined Arms Operations
time, space, purpose

To achieve…

Decisive Action
offensive, defensive, stability, DSCA

By means of…

Army Core Competencies
shape the security environment, set the theater, project national power, combined arms maneuver, wide area security, landcyber operations, special operations

Exercising…

Mission Command

we must…

Anticipated Operational Environment

to cope with these…

- Increased momentum of human interaction
- Potential overmatch
- WMD proliferation
- Importance of cyber & space
- Dense urban areas
- Tech transfer
- Ubiquitous media

to do this…

we must…

Conduct operations characterized by tenets

Tenets

- Initiative
- Innovation
- Simultaneity
- Depth
- Adaptability
- Endurance
- Mobility
- Lethality

Cognitively link tactical actions to strategic objectives

Operational Art

The pursuit of strategic objectives, in whole or in part, through the arrangement of tactical actions in time, space, and purpose

Joint Combined Arms Operations

Elements

- Engage Regionally
- Respond Globally
- Develop situational understanding
- Conduct joint combined arms operations
- Establish and maintain security
- Consolidate gains
- Sustain operations
- Respond to crises in the homeland
- Ensure institutional and operational synergy
- Develop leaders and maximize Soldier performance

Organize effort within a commonly understood construct

Operations Structure

Provide a broad process for conducting operations

Operations Process

Plan
- Army Design Methodology
- MDMP
- TLP

Prepare
Execute
Assess

Provide basic options for visualizing and describing operations

Operational Framework

- Decisive-Shaping-Sustaining
- Deep-Close-Security
- Main and Supporting Efforts

Provide intellectual organization for common critical tasks

Warfighting Functions

- Mission Command
- Movement and Maneuver
- Intelligence
- Fires
- Sustainment
- Maneuver Support and Protection
- Engagement

The "Big Five"

1970s - Today

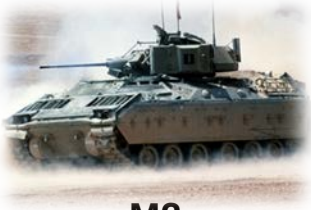
…fight outnumbered and win

M1

UH-60

AH-64

PATRIOT



M2

- *Focus on Weapons Systems*
- *Countered near-peer capability*
- *Unmatched advantage today*

2015 - 2025

...win in a complex world

PL Future LD/LC

Optimized Soldier and Team Performance

Capabilities Overmatch

Joint/Interorganization Interoperable

XXXX

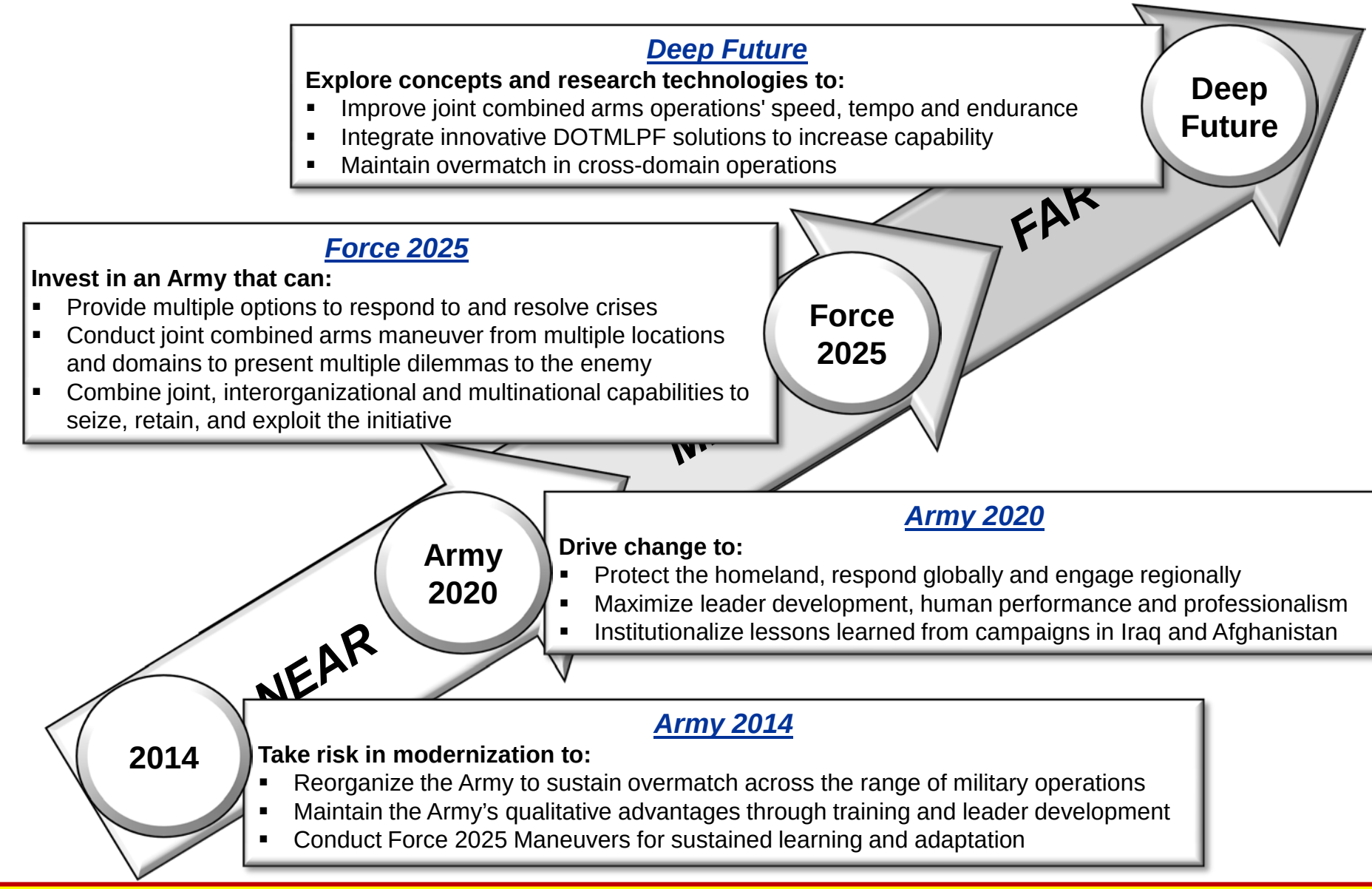
Scalable and Tailorable Joint Combined Arms Forces

Adaptive Professionals and Institutions to operate in complex environments

PL Future LD/LC

The Army of 2025 and beyond will be prepared to fight and win in a complex world because resilient Soldiers, adaptive leaders, and cohesive teams are committed to the Army profession

The Future Army's Path Forward


Deep Future
Explore concepts and research technologies to:
▪ Improve joint combined arms operations' speed, tempo and endurance
▪ Integrate innovative DOTMLPF solutions to increase capability
▪ Maintain overmatch in cross-domain operations
Deep Future
FAR
Force 2025
Invest in an Army that can:
▪ Provide multiple options to respond to and resolve crises
▪ Conduct joint combined arms maneuver from multiple locations and domains to present multiple dilemmas to the enemy
▪ Combine joint, interorganizational and multinational capabilities to seize, retain, and exploit the initiative
Force 2025
Army 2020
Drive change to:
▪ Protect the homeland, respond globally and engage regionally
▪ Maximize leader development, human performance and professionalism
▪ Institutionalize lessons learned from campaigns in Iraq and Afghanistan
Army 2020
NEAR
2014
Army 2014
Take risk in modernization to:
▪ Reorganize the Army to sustain overmatch across the range of military operations
▪ Maintain the Army's qualitative advantages through training and leader development
▪ Conduct Force 2025 Maneuvers for sustained learning and adaptation

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Mission Command

Unified Land Operations

Seize, retain, and exploit the initiative throughout the range of military operations to gain and maintain a position of relative advantage in sustained land operations in support of Unified Action.

Nature of Operations

Military operations are **human endeavors**. They are contests of wills characterized by continuous and mutual adaptation by all participants. Army forces conduct operations in complex, ever-changing, and uncertain operational environment.

To cope with this, the Army exercises …

One of the foundations is …

Mission Command Philosophy

Exercise of **authority** and **direction** by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations.

Guided by the principles of…

- Build cohesive teams through mutual trust
- Create shared understanding
- Provide a clear commander's intent
- Exercise disciplined initiative
- Use mission orders
- Accept prudent risk

*The principles of mission command assist commanders and staff in balancing the **art of command** with the **science of control**.*

Executed through the…

Mission Command Warfighting Function

The related **tasks** and **systems** that develop and integrate those activities enabling a commander to balance the art of command and the science of control in order to integrate the other warfighting functions.

A series of mutually supporting tasks…

Commander Tasks:

- **Drive the operations process through the activities of understand, visualize, describe, direct, lead and assess**
- **Develop teams, both within their own organizations and with unified action partners**
- **Inform and influence audiences, inside and outside their organizations**

Leads / Supports

Staff Tasks:

- **Conduct the operations process (plan, prepare, execute, assess)**
- **Conduct knowledge management and information management**
- **Synchronize information-related capabilities**
- **Conduct cyber electromagnetic activities**

Additional Tasks:

- **Conduct military deception**
- **Conduct civil affairs operations**
- **Conduct airspace control**
- **Install, operate, and maintain the network**
- **Conduct information protection**

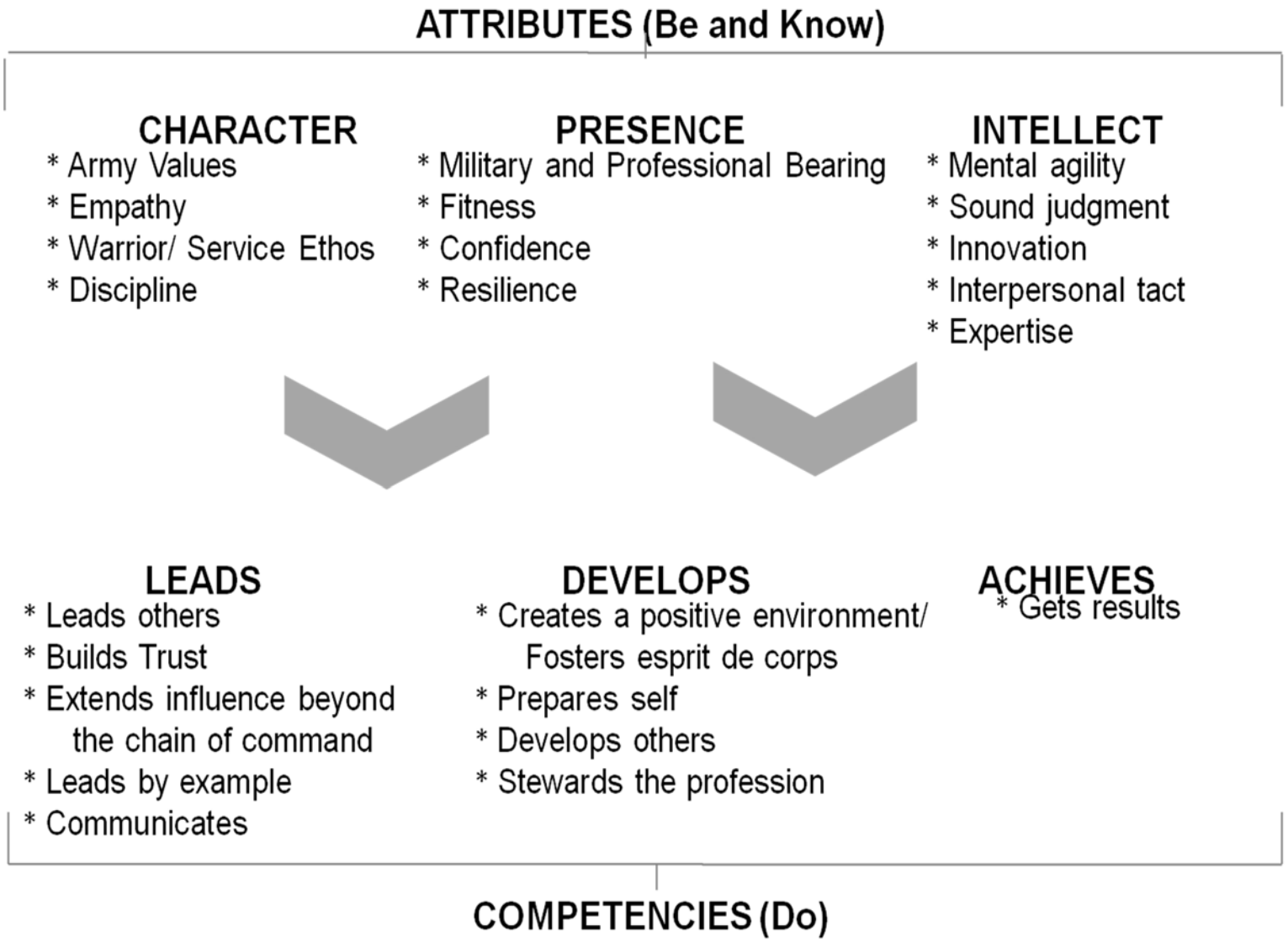
Enabled by a system…

Mission Command System:

- **Personnel**
- **Networks**
- **Information Systems**
- **Processes and Procedures**
- **Facilities and Equipment**

Together the mission command philosophy and warfighting function guide, integrate, and synchronize Army forces throughout the conduct of unified land operations.

Army Leadership Requirements



Reference: ADRP 6-22, p. 1-15

America's Army – Our Profession

Five Essential Characteristics of the Army Profession

Military Expertise

Our Ethical Application of Landpower

Honorable Service

Our Noble Calling to Service and Sacrifice

Trust

The Bedrock of our Profession

Esprit de Corps

Our Winning Spirit

Stewardship of the Profession

Our Long Term Responsibility

Trust between Soldiers
Trust between Soldiers and Leaders
Trust between Soldiers, their Families and the Army
Trust between the Army and the American People

Loyalty • Duty • Respect • Selfless Service • Honor • Integrity • Personal Courage

Ethical Foundation: Legal and Moral

Hybrid Strategies in a Complex Environment

Hide in complex urban terrain

Area Access/Area Denial strategies

Steal, copy, and adapt technology

Employ proxies and criminal networks

Future Forces Must: Shape, Defeat the enemy, Establish security, Consolidate gains

The United States Army

Competence **Commitment** **Character**